

Campbellton - Cascade Corridors Redevelopment Plan

Section 1.0 The “Big Picture” Overview



Organization of the Report

Executive Summary – This summary identifies the plan’s role in the city’s New Century Economic Development Plan and highlights the plan’s redevelopment impact.

Section 1: “Big Picture” Overview – This section provides a review of the planning process, market and economic development strategy, and implementation approach.

Section 2: Existing Conditions and Analysis – This section provides a detailed description of the study area context analysis for each corridor looking at transportation, land use, urban design, planning initiatives, and market trends.

Sections 3, 4 & 5 are structured as stand alone sections for each corridor. They describe the public process and visioning and defining recommendations, projects and implementation.

Section 3: Cascade Avenue – Recommendations & Implementation

Section 4: Campbellton West – Recommendations & Implementation

Section 5: Campbellton East – Recommendations & Implementation

1.0 The “Big Picture” Overview

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1.1 The Planning Process

The planning process included a range of activities intended to engage area residents and stakeholders in the development of the plan.

An Advisory Committee – This committee, of over 30 members of the community, included NPU Chairs, neighborhood representatives, and business leaders. They met throughout the process to review the development of the plan and provide key direction.

Public Kick-Off Session – On October 13, 2005 a public kick-off session was conducted that attracted over 100 citizens who engaged in a lively discussion about their aspirations for these corridors.

Design Charrette & Open House Worksessions – In early December 2005, a multi-day charrette and open house was held at Greenbriar Mall. This included a public design session on Saturday December 3 and day-long open house design sessions December 6-8. This session concluded with a public presentation of the initial ideas and concepts developed.

Stakeholder Interviews – Throughout the process over 30 individual stakeholder interviews were conducted with area business owners, residents, neighborhood leaders, and developers. These interviews provided valuable insight into the study area's unique issues.

Project Flyers – Two project flyers were prepared and distributed within the study area. These flyers outlined the initial process and schedule, and later provided an initial summary of key projects and initiatives being considered.

Community Group Briefings – At various points in the process the project team debriefed some of the area's community groups on the events and goals of the project. These briefings included a variety of NPU meetings and church groups.

Project Website – The City of Atlanta Bureau of Planning has maintained a project website throughout the process. This website has provided updated information on public meetings and project information including copies of presentations and public comments.

Public Input Meetings – Public input meetings were scheduled at key points in the planning process including; a design charrette overview presentation on December 8, 2005, a draft plan presentation on February 2, 2006, a final plan presentation on March 9, 2006, and a implementation plan presentation on April 13, 2006. These meetings have provided valuable input that has informed the development of the plan.

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1.2 Market Opportunities and Issues

The Campbellton-Cascade Corridor Study Area encompasses a large portion of Southwest Atlanta. This highly diverse area includes many of the city’s older, more established neighborhoods, as well as some of its newly developing neighborhoods on the western periphery. The area also includes major retail locations and public amenities, such as parks, recreational facilities, and libraries. From our research of this diverse area, discussions with the development community, meetings with community stakeholders and responses from the charrette process, the following opportunities and issues emerged which guided the creation of the development strategy for the Study Area.

Opportunities:

Changes in the growth patterns of the City of Atlanta, and the Atlanta region and an unprecedented shift in many of the economic anchors which define the area are providing important positive momentum for future development in the Study Area.

1. ***Seizing the Opportunity Created by Dynamic Regional Growth***—The Study Area encompasses some of the more urbanized portions of Southwest Atlanta and is part of a larger area of the Atlanta metro region which is experiencing unprecedented growth. Many developers and retailers have begun to recognize the opportunities that Southwest Atlanta/South Fulton has to offer, thus attracting more development over the past five years than in any recent decade; and, the trend appears to be continuing. Some key points:

- In 2005 there were 4,488 new housing units sold in the Southwest Atlanta/South Fulton market area within 225 subdivisions, as indicated in the market analysis, which represents a dramatic increase from trends just a few short years ago.

- Conservative estimates predict a 4.4% increase in population over the next five years, contributing to the overall growth of the city of Atlanta.
- Since the Olympic period, the City of Atlanta reversed a period of population decline which began in the 1960s and is growing again. For example, between 1990-2000 the city grew 5.6% adding 22,457 new citizens, and grew an additional 4.8% between 2000-2005 adding 16,974 new residents.

2. ***Major New Catalytic Developments are Occurring in and around the Study Area***—The Study Area is undergoing a period of great change in the major economic “anchors” which provide jobs and income to its residents. Just some of the changes include:

- The closure and future reuse of Fort McPherson
- The creation of the southwest portion of the Beltline
- Redevelopment of the Lakewood Fairgrounds site
- Camp Creek/Princeton Lakes retail and industrial development
- The repositioning and potential redevelopment of Greenbriar Mall and surrounding commercial properties
- The expansion of Hartsfield-Jackson Airport
- Reinvestment in the West End Mall and surrounding area

The impacts of these developments are hard to gauge since many are still in the planning stages or have occurred so recently that their long term impacts are difficult to determine. However, it is clear that the cumulative effect of these “anchor” projects on the Study Area will be profound in terms of job creation, the infusion of new investment funding, the need for public infrastructure improvements and the attraction of interest in new development in the Study Area in general.

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Issues:

The Study Area faces a number of significant issues which derive from its current condition which, if left unattended, will impact its ability to capitalize on future development opportunities:

1. ***The area is not attracting its “fair share” of regional growth***—The Study Area, due in part to its nature as the oldest developed area of Southwest Atlanta/South Fulton, has not been capturing the same level of growth that is occurring in areas to the south and west. Additionally, reinvestment has likely also been inhibited by a perception of crime and safety issues in many of the existing commercial areas arising from substantial pockets of low-income residents, as well as aging and worn commercial areas which detract from the overall appeal of the area.
2. ***Lack of Jobs***—Unlike almost any other part of the city, the Study Area contains few major employment locations other than in the retail sector. The loss of the automotive retailing along Campbellton, the stagnation of the Greenbriar Mall retail area and the recent decision to close Fort McPherson have all weakened employment in the Study Area. The area also has to compete with larger surrounding employment nodes, such as Fulton Industrial Park, Downtown Atlanta, the Atlanta University Center and Hartsfield-Jackson Airport, with the Study Area serving as a bedroom community for this portion of the city.
3. ***Concentrations of low- and moderate income households***—Within the overall Study Area there are several areas with a very high concentration of older rental apartment complexes. As a result, these areas have high concentrations of low- and moderate-income rental households which

limit their appeal for new investment.

4. ***Shift from a regional to a local retail destination***—Historically, parts of the Study Area served as an important regional retail destination for automotive, auto repair and mall-related purchases. As these uses have left the area for more outlying locations such as West Cascade, Camp Creek and South Fulton, large retail areas have stagnated or become vacant. The retail demand from residents of the Study Area is significant, but not large enough to support the regional retail destinations of the past. This has resulted in much of the Study Area being passed over by new retail outlets which choose to locate closer to vibrant, developing areas such as Camp Creek, or West Cascade. As the older retail areas stagnate, a downward cycle in the quality of tenants, merchandise and services offered occurs, leading to further retail leakage from the Study Area.
5. ***The conversion of a large segment of the single-family housing to rental occupancy***—In many of the well-established residential areas in the Study Area there has been a long-standing pattern of older owners moving from the area resulting in single-family homes being converted to rental occupancy. As a result of absentee ownership and other factors, the units are more likely to be poorly maintained and managed, attracting less desirable tenants into previously stable neighborhoods, lowering property values and deterring reinvestment by adjacent homeowners.

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1.3 Economic Development Strategy

Consideration of both the opportunities and issues facing the Campbellton-Cascade Corridor suggests the following guiding principles in the creation of a housing and economic development strategy for the Study Area:

1. **Improve the Investment Environment to Attract a “Fair Share” of Regional Growth**—Given the dynamic nature of the City’s current development environment, a key development goal is to remove the impediments to attracting more regional investment into the area, so that the Study Area will receive its “fair share” of the development pie. Capitalizing on the investment in the Beltline, optimizing the reuse of Fort McPherson, and assembling sites ready for redevelopment are examples of strategies that will increase the Area’s capture of regional growth.
2. **Preserve and Enhance the Residential Neighborhood Character**—The Study Area includes many traditional, well-established neighborhoods with an attractive housing stock. These areas should be preserved and enhanced as the building blocks for the future.
3. **Improve the Appeal of the Commercial Areas**—The appeal of the existing commercial areas needs to be enhanced through the application of a variety of strategies including, concentrating the retail at key intersections as well as discouraging additional retail development between these key nodes, allowing mixed-uses in commercial areas to create additional vitality and demand for the services provided, linking community services to these commercial areas to increase demand, and providing updated streetscape and pedestrian improvements to improve the curb appeal of these areas to make them more pedestrian friendly.
4. **Attract Uses at Key Redevelopment Locations that Expand Employment Opportunities**—With the future of so many of the economic anchors of the Study Area in transition, identifying redevelopment opportunities which would expand employment opportunities for residents of the Study Area should be a high priority. This strategy would stimulate the growth of the economic base of the Study Area and thereby increase economic opportunities for its residents.
5. **Redevelopment will Require an Effective Public-Private Partnership**—Many small actions by private interests are occurring in the Study Area which give reason for optimism regarding the future development of the area. However, concerted public action will be required to provide catalysts that would attract greater amounts of private investment into the Study Area, recognize the challenges inherent in redevelopment, and identify the wide range of other opportunities available in the City today. The City, through its development agency the Atlanta Development Authority, will need to position and promote the incentives and sites which can serve as catalysts in attracting new private investment in the Study Area.

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1.4 Real Estate Demand Summary

While it is certainly not the mission of this study to simply follow or meet the current market demand, this demand analysis provides a useful glimpse into the market pressures that are in play in these corridors. This demand analysis, along with public input throughout this process, have helped guide and inform development recommendations within each corridor. Some key observations include:

Residential:

- There is a strong residential demand in the study area for a range of housing types.
- Significant opportunity for senior housing as a segment of this residential demand.

Retail:

- Moderate opportunity in the short term but could be strengthened by integrating new residential into mixed-use commercial projects.

Office:

- Moderate opportunity with a focus on entrepreneurial businesses, professional office, and personal/business services.
- A focused strategy could include targeting medical office/services into a mixed-use development project.

Industrial:

- Little opportunity as these corridors are not good candidates for new industrial development (except for possibly as part of the redevelopment of Fort McPherson). New industrial development will want to locate in other areas with better access such as Fulton Industrial Boulevard and the Camp Creek Parkway area.

Table 1-1: Summary Real Estate Demand (2005-2010)

	Campbellton East & Cascade Ave.	Campbellton West
Residential		
Single Family	1,017 units	504 units
Condo/Townhome	883 units	158 units
Multi-Family	4,199 units	928 units
Retail	142,848 s.f.	50,284 s.f.
Office	72,600 s.f.	12,600 s.f.
Industrial	95,200 s.f.	28,800 s.f.

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1.5 Population and Employment Growth: Next 25 Years

Currently, there are 42,435 residents and 13,502 employees in the Campbellton-Cascade Study Area. As discussed earlier, the population of the Study Area has grown steadily over the past 10 years and is expected to continue this trend. Although forecasting growth over a long period of time can be difficult due to changing economic and real estate trends, the forecasts in this section are based on historic real estate development cycles, an analysis of trends in the 1990-2005 period and the assumption of redevelopment occurring in the Study Area.

Table 1-2: Growth Estimates for the Campbellton-Cascade Study Area

	2005	2010	2015	2020	2025	2030
Population	42,435	44,115	46,761	50,268	54,038	58,611
Households	16,300	17,061	18,426	19,992	21,591	23,463
Employees	13,502	14,582	15,894	17,801	19,225	20,279
Estimated Household Size	2.60	2.58	2.53	2.51	2.50	2.50
Job to Resident Ratio	0.32	0.33	0.34	0.35	0.36	0.35

Source: ARC/BAG/ESRI

- **Population** – Population growth is expected to remain steady in the Study Area and is forecasted to add 1,680 residents by 2010, with the population expected to grow an additional 13.9% to 50,268 residents by 2020, and growing an additional 16.6% to 58,611 by 2030.

- **Households** – According to the forecast, there will be 761 net new households in the Study Area by 2010 bringing the total count of households to 17,061. The number of households is expected to grow over the next 25 years with 19,992 households by 2020 and 23,463 households by 2030. However, as the number of households is expected to increase over the next 25 years, average household size is expected to decrease slightly during this period.
- **Employment** – By 2010, an estimated 14,582 employees will be working in the Study Area, with the number of employees growing consistently over the next 25 years. The number of employees is expected to grow by 22.1% to 17,801 employees by 2020, and grow by an additional 13.9% to 20,279 employees by 2030. Although employment growth is expected to outpace population growth, the job-to-resident ratio is expected to remain relatively low, as the Study Area remains primarily residential in character.

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1.6 Implementation Overview

This section reviews the broad types/categories of projects and a general approach to their implementation.

Transportation

Transportation issues are a central part of the implementation plan. The range of transportation projects recommended include; sidewalk and streetscape improvements, new streets and roadways, redesigning the cross section of key segments of the corridors, neighborhood traffic calming, and transit service enhancements. Agencies involved in implementing these projects will range from the Georgia Department of Transportation (GDOT), the City of Atlanta’s Department of Public Works (DPW), and MARTA.

Funding can come from a wide range of sources depending on the type of project and its location. Both the Beltline TAD and a potential Campbellton Road TAD are appropriate funding sources for transportation projects within their districts. The Quality of Life Bonds are specifically tailored to transportation projects including sidewalks and neighborhood traffic calming. The Livable Centers Initiative (LCI) is another source of funding specifically tailored to transportation projects, but will require this plan to be grandfathered under the LCI program.

Table 1-3: Summary of Key Transportation Projects

ID	Project	Estimated Cost
Cascade Avenue		
C-1	Cascade Ave. Restriping to 3-lanes w/bike lanes	\$250,000
S-1	Cascade Ave. Sidewalks & Streetscape	\$725,000
S-2,3,4	Sidewalks (Delowe, Centra Villa, Dodson)	\$2,700,000
Campbellton West		
S-3	Campbellton Streetscape (Barge to Butner)	\$800,000
S-1,2	Sidewalks (Barge, Fairburn)	\$1,700,000
T-2	Relocate Park & Ride to Greenbriar	\$1,700,000
I-1	Realign County Line Road Intersection	\$730,000
I-2	Niskey Lake Rd. Intersection (add left turns)	\$315,000
Campbellton East		
C-1	Campbellton Rd. widening (2-lanes to 3-lanes)	\$6,300,000
S-1	Campbellton Rd. Pedestrian lighting/streetscape	\$700,000
S-2,3	Sidewalks (Delowe, Stanton)	\$800,000
Total		\$16,720,000

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Land Use/Zoning

Land use and zoning changes are an important part of implementing the plan, allowing the types of mixed-use development envisioned and establishing the urban design standards that support pedestrian friendly development. The recommendations of this plan are focused on parcels located directly on or in close proximity to the corridor and have been developed comprehensively to ensure that all properties have been treated similarly. In general the land use and zoning recommendations for the corridor are organized into two types.

1. Implementing the QOL urban design standards: Multi-family and commercially zoned parcels along the corridor have been recommended for rezoning to the equivalent QOL District, maintaining the same level of density and use but implementing the pedestrian oriented design standards (example: a C-1 district is rezoned to a MRC-1 QOL district).
2. Intensifying key catalyst sites and activity centers: Based on the identification of catalyst sites in the corridor, key parcels in those areas have been recommended for rezoning to supportive QOL Districts that encourage the intended mixed-use and density illustrated in the proposed development plans. In many cases these rezonings involve rezoning a C-1 district to a higher intensity MRC District.

Quality of Life Districts

The zoning recommendations are based on implementing the City of Atlanta Quality of Life (QOL) Zoning Districts. These districts have been developed specifically to encourage:

- Pedestrian oriented development
- Mixed-use development
- Intensification of underutilized commercial corridors
- Concentration of development in activity centers

The basic Quality of Life Districts include:

Neighborhood Commercial (NC) – which is intended to maintain and support pedestrian oriented and neighborhood scaled commercial areas.

Multi-Family Residential (MR) – which is intended to support a variety of multi-family housing types with a limited amount of neighborhood serving commercial.

Mixed Residential Commercial (MRC) – which is intended to support mixed-use development in historically single use commercial areas with strong design standards that require open space, street network and quality street design.

Live Work (LW) – which is intended to support the redevelopment of underutilized industrial areas with residential uses.

Table 1-4: Summary of Proposed Rezonings

	Parcels	Acreage
Neighborhood Commercial (NC)	70	25
Multi-Family Residential (MR)	105	396
Mixed Residential Commercial (MRC)	180	197
Live Work (LW)	6	28
Totals	361	646

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Housing

Throughout these corridors new housing opportunities are envisioned. All of the catalyst sites identified include a range of new housing development including detached single-family units, townhomes, multi-family and condominiums, and senior housing. A variety of incentives can be utilized to promote this housing development including the Urban Enterprise Zone program and the Beltline and Campbellton Road TADs. In addition, a Community Development Corporation (CDC) could play an important role in housing development in the corridors specifically related to affordable and/or senior housing. The Mt. Carmel Baptist Church is in the process of creating a CDC to further revitalization in the Campbellton East corridor and could play an active role in the redevelopment of the Harbin Square Neighborhood Catalyst site.

Table 1-5: Catalyst Site Housing Summary

Catalyst Site	Units			
	Single Family	Town-home	MF/ Condo	Senior
Cascade/RDA		300	1,000	
Cascade/Beecher			30	
Cascade Heights		100	100	
Ben Hill Village		200	50	150
Delowe Village		250	300	150
Harbin Square	50	150	100	100
Total Units (3,030)	50	1,000	1,580	400
Population (5,280)	125	1,750	2,765	640

Economic Development

A central goal of the plan is to identify and promote economic development opportunities in the corridors. The goal of this plan is to promote business and employment opportunities where appropriate. The identified catalyst sites all include a program of commercial and office uses mixed with housing and new park space. These economic development opportunities have been sized based on market projections, the physical location and size of potential development sites, and the relative context of both the Greenbriar Mall and Fort McPherson redevelopment areas. Both the Beltline TAD and Campbellton Road TAD will be instrumental tools in capitalizing on these development opportunities.

Table 1-6: Catalyst Site Employment Summary

Catalyst Site	Office	Retail
Cascade/RDA	50,000 s.f.	80,000 s.f.
Cascade/Beecher		20,000 s.f.
Cascade Heights		45,000 s.f.
Ben Hill Village	20,000 s.f.	100,000 s.f.
Delowe Village	30,000 s.f.	80,000 s.f.
Harbin Square		5,000 s.f.
Totals	100,000 s.f.	330,000 s.f.
Employment (1,154)	329 employees	825 employees

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Parks & Open Space

There are a variety of park and open space opportunities identified in the plan ranging from large community parks (former quarry adjacent to Ben Hill Park), to small neighborhood parks (Westview Neighborhood Park), to new trails and greenways (Utoy Creek Greenway and Adams Park Trail), to the new parks and public spaces identified in the catalyst redevelopment sites. These projects will ultimately be implemented through the City’s Department of Parks, Recreation and Cultural Affairs. Potential funding for acquisition of new park land should be explored with the Trust of Public Land (TPL), the Blank Foundation and the PATH Foundation (for implementation of greenways and trails). The parks and open spaces identified in the catalyst redevelopment sites can and should be required as part of the redevelopment process.

Table 1-7: Summary of Parks and Open Space

ID	Project
Cascade Avenue	
O-1	Westview Neighborhood Park (park opportunity identified by neighborhood on underutilized land)
Campbellton West	
O-1	“Quarry” Park (park opportunity identified by neighborhood on former quarry site off Daniel Rd.)
O-2	Sandtown Trail (multi-use trail identified as part of the Sandtown LCI)
O-3	Ben Hill School Reuse (opportunity identified by neighborhood to reuse former school site)
Campbellton East	
O-1	Utoy Creek Greenway (opportunity identified by neighborhood to connect the Cascade Nature Preserve to Campbellton Road)
O-2	Adams Park Trail (opportunity identified by neighborhood to connect the Adams Park and neighborhood to library and YMCA)

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1.7 Existing Economic Development Tools & Funding Sources

This section describes the range of economic development tools and potential funding sources available for the types of projects and initiatives envisioned in this plan.

Community Development Corporation (CDC)

A CDC is a non-profit, community-based organization that can play a significant role in raising the funds necessary to acquire and redevelop targeted properties. Currently, the Mt. Carmel Baptist Church is in the process of creating a CDC for the purposes of revitalizing the Campbellton Road corridor. One of the goals of this CDC is to develop senior housing opportunities within the corridor. This potential CDC could play a significant role in the redevelopment of the Harbin Square Neighborhood Catalyst site as a partner with the Atlanta Development Authority.

Tax Allocation District

A Tax Allocation District (TAD) is established to publicly finance certain redevelopment activities in underdeveloped areas. Redevelopment costs are financed through the pledge of future incremental increases in property taxes generated by the resulting new development.

Beltline TAD

Approved in 2005, the Beltline TAD covers the 22-mile greenway and transit corridor known as the Beltline. This corridor crosses Cascade Avenue at the Ralph David Abernathy Boulevard intersection and the associated TAD includes a significant area around this intersection and along Cascade Avenue to and including John A. White Park. This TAD can be a key funding source for a number of the transportation projects and enhancements identified in this plan.

Campbellton Road TAD

The Atlanta Development Authority recently evaluated a range of redevelopment incentive tools for key redevelopment areas within the City (Comparative Analysis of Redevelopment Incentive Tools). This study identified the Campbellton Road corridor as an appropriate corridor for a near term TAD drawing on the potential revenues that would be generated by the redevelopment of Fort McPherson and the redevelopment of the Greenbriar Mall. This study supports that recommendation and offers several adjustments to the potential TAD boundary based on the results of this planning process.

The Urban Residential Finance Authority (URFA)

The Urban Residential Finance Authority (URFA) is empowered to issue tax exempt bonds to make below market interest rate mortgage loans to developers for rental housing, provided certain requirements are met to ensure that the rental units benefit low and moderate income renters.

Small Business Loans (ADA)

The Business Improvement Loan Fund (BILF) provides loans up to \$50,000 to encourage the revitalization of targeted business districts in the City of Atlanta and to support commercial and industrial development in other eligible areas.

The Phoenix Fund assists small and medium-sized businesses in the City of Atlanta with affordable loans up to \$100,000 for the construction or renovation of privately-owned commercial buildings; equipment purchases needed to operate a business, and in some cases, working capital.

ADA facilitates Small Business Administration (SBA) 504 De-benture financing to small, minority and female-owned businesses to expand and/or relocate in the city.

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Renewal Communities

Designated as a Renewal Community by the Department of Housing and Urban Development (January 2002), Atlanta is eligible to share in an estimated \$17 billion in tax incentives to stimulate job growth, promote economic development and create affordable housing in areas suffering from disinvestment and decline. Locally, the Atlanta Neighborhood Development Partnership (ANDP) administers the program for the City of Atlanta, utilizing tax credits, tax deductions, capital gains exclusions and bond financing. Portions of all three corridors include areas designated as Renewal Communities.

Wage Tax Credits

Businesses who hire and retain Renewal Community residents are able to apply credits against their federal tax liability. Businesses operating in the Renewal Community (RC) areas will receive up to a \$1,500 credit for every newly hired or existing employee who lives and works in the RC.

Work Opportunity Tax Credits

These credits provide businesses in Renewal Communities with up to \$2,400 against their Federal tax liability for each employee hired from groups with historically high unemployment rates or other special employment needs, including youth who live in the RC.

Welfare to Work Tax Credits

Businesses are offered a credit of up to \$3,500 (in the first year of employment) and \$5,000 (in the second year) for each newly hired long-term welfare recipient.

Commercial Revitalization Tax Deductions

A business can deduct up to \$5 million in the year the building is placed in service or deduct the full amount of eligible

expenditures pro rata over 10 years.

Section 179 Tax Deductions

A qualified RC business is allowed under the tax code to expense up to \$35,000 of additional qualified property such as equipment and machinery acquired each year during the period of the RC designation, 2002 through 2009.

Environmental Cleanup Cost Tax Deductions

Businesses are allowed to deduct qualified cleanup costs accrued in brownfields.

Zero Percent Capital Gains Rate

This rate applies to an interest in, or property of, certain businesses operating in a Renewal Community, if the asset is acquired during the period of RC designation and held for at least 5 years.

Urban Enterprise Zones

The City of Atlanta's Urban Enterprise Zone (UEZ) program encourages development and redevelopment in areas that are not developing through private investment alone. UEZ designation allows redevelopment projects to receive ad valorem property tax abatement from the City of Atlanta and Fulton County during the first ten years of the development project and a waiver of development impact fees. ADA's Comparative Analysis of Redevelopment Tools study recommends a UEZ designation for the Cascade Heights area.

Livable Centers Initiative (LCI)

The Livable Centers Initiative is a program offered by the Atlanta Regional Commission that encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies. This program awards

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both planning and implementation grants. \$150 million of priority funding for implementation projects identified under the program is available in the next five years. In 2004, ARC extended the program to include transportation corridors and this study can be grandfathered to qualify for implementation funding.

General Obligation Bonds (GO)

Authorized by the City Council once a year, the City can issue up to \$8 million in General Obligation Bonds each fiscal year.

City of Atlanta Quality of Life Bonds (QOL)

Passed by referendum in 2000, \$150 million in Quality of Life Bonds were authorized to be distributed in three bond issues. The first and second bond issues have been completed. These funds are distributed evenly among City Council Districts and are focused on four types of capital projects; 1) sidewalks, 2) public plazas and greenspaces, 3) streets, bridges and viaducts, and 4) traffic control devices including traffic calming.

Transportation Impact Fees (TIF)

Impact fees are collected from development projects to offset the cost of providing infrastructure. These funds are allocated to specific projects by the City Council and range from \$1.5 to 2.5 million of funding annually.

Community Development Block Grants (CDBG)

Community Development Block Grants are administered by the City and can comprise over \$10 million of funding annually.

Transportation Enhancement Program

Administered by the Georgia Department of Transportation, Transportation Enhancement funding is obtained competitively, and can be used for capital projects that provide infrastructure for pedestrians and bicyclists.

Private Trusts/Foundations

Several sources of private trust/foundation funding are available specifically for public open space and greenway projects. These include the Trust for Public Land (TPL), the Blank Foundation, and the PATH Foundation.

1.8 Key First Steps

This section defines several “key first steps” or actions that should be taken immediately in order to facilitate implementation of the broad range of projects.

1. **Implement a Campbellton TAD:** The creation and adoption of the Campbellton Road TAD is the critical implementation step for the Campbellton Road Corridor. The Atlanta Development Authority in its Comparative Analysis of Redevelopment Tools study (2005), has identified the Campbellton Road corridor as one of only two corridors in the short term that meet the basic size threshold for a TAD. With the future redevelopment of Fort McPherson at the eastern end and the inclusion of the Greenbriar Mall area, the Campbellton Road corridor will be a leading candidate for a TAD. The redevelopment of the catalyst sites identified in the Campbellton Road corridor are dependent on public redevelopment assistance in the form of property assemblage and infrastructure incentives (new streets and public spaces) and will not likely redevelop in the short term without such assistance.
2. **Submit Plan for Livable Centers Initiative Grandfathering:** The Livable Centers Initiative Program (LCI), run through the Atlanta Regional Commission (ARC), can be useful source of project funding. In 2004, ARC expanded the LCI program to include transportation corridor like Campbellton Road and Cascade Avenue. This study process and product have been designed specifically to follow ARC’s guidelines for LCI plan development and should be submitted to ARC for adoption/grandfathering as an LCI plan. This will allow many of the transportation and pedestrian related projects to be eligible for implementation funding within the next five years.

3. **Adopt Land Use and Zoning Changes:** Land use and zoning changes do not make development happen but allow and encourage the right type of development to occur. The land use and zoning changes identified in this plan are specifically targeted to the catalyst redevelopment sites and other key areas where redevelopment is likely and/or encouraged. The zoning changes employ the City’s Quality of Life Zoning Districts which codify a number of critical urban design standards and are specifically designed to encourage mixed use development and support pedestrian friendly environments.
4. **Target Redevelopment in Catalyst Sites:** The identified catalyst sites represent critical pieces in the redevelopment and revitalization of the Cascade and Campbellton corridors. These sites have been identified based on their likelihood to facilitate meaningful development in the short term and their ability to “catalyze” continued redevelopment throughout the corridors. Their mix of use, scale, character and location enable them to be developed concurrently and the development program is based on anticipated market demand within the next five years, making these sites important early implementation initiatives. All of the catalyst sites will require City involvement and participation specifically related to potential property assemblage and identification of appropriate developers. All of the sites except the Cascade Heights area are in either the existing Beltline TAD or in the recommended Campbellton Road TAD which assume proactive involvement from the Atlanta Development Authority.